

**BY ORDER OF THE  
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE  
ACADEMY INSTRUCTION 36-2102**

**11 OCTOBER 2022**

**Personnel**

**USAFA SISTER SERVICE ACADEMY  
EXCHANGE OFFICER PROGRAM**



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(MSgt Noelle D. Hallsted)

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This new instruction defines the roles and responsibilities and outlines the administration of United States Air Force Academy (USAFA) officers performing exchange duty at the Sister Service Academies and sister service officers at USAFA. It implements Air Force Policy Directive (AFPD) 36-35, *United States Air Force Academy*, and AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*. The purpose of the officer exchange program is to place officers in a unique environment with Sister Service Academy officers, enlisted members, and cadets while creating a symbiotic learning experience that helps highlight each service's capabilities. The exchange program further serves to familiarize those involved with the people that will support them while fighting our nation's enemies as part of a Joint force. This instruction applies to active duty personnel. This publication applies to the United States Space Force. It does not apply to Air National Guard or United States Air Force Reserve units or members. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using Department of the AF Form 847, *Recommendation for Change of Publication*. The authorities to waive requirements in this publication are identified with a Tier 3 (T-3) number following the compliance statement. See DAFMAN 90-161, *Publishing Processes and Procedures*, for a description of the authorities associated with the Tier numbers. This publication may not be supplemented or further implemented/extended. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority. The waiver authority for non-tiered requirements in this publication is HQ USAFA/A1. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air

Force Records Disposition Schedule, which is located in the Air Force Records Information Management System.

**1. Program.** This high visibility program is of special interest to the USAFA Superintendent. It recognizes the importance of USAFA officers located at Sister Service Academies as filling vital, selectively manned positions that represent USAFA and the Department of the Air Force (DAF) at large to the Sister Service Academy population. Additionally, it also recognizes the importance of sister service officers located at USAFA.

**1.1. Sister Service Academy Exchange can be at any one of the following locations:** USAFA, United States Coast Guard Academy (USCGA), United States Military Academy (USMA), United States Merchant Marine Academy Air (USMMA), United States Naval Academy (USNA), for commanding officers over cadets (Air Officers Commanding (AOC), Tactical Officer (TAC), etc.), Academic Instructors, and Athletic Instructors.

## **2. Program Intent.**

**2.1. To promote joint military relationships by placing officers in a joint working environment and by enabling foundational exposure of cadets of Sister Service Academies to officers in other services and thereby to their tenets, values, roles and missions.**

**2.2. It is intended that the manning between the corresponding academies be one-for-one with reciprocity linked to analogous/equivalent roles at each institution (athletic instructor to athletic instructor, academic faculty to academic faculty, AOC to TAC, etc.).** The Dean of Faculty, Commandant of Cadets, and Director of Athletics are encouraged to maintain an active relationship with their corresponding organization at Sister Service Academies where like officers are assigned to ensure one-for-one reciprocity is maintained.

**2.3. Each Mission Essential (ME) to include Center for Character and Leadership Development, will provide their own manpower authorizations to Sister Service Faculty organizations to meet their one-for-one reciprocal exchange obligations.**

## **3. Responsibilities.**

**3.1. Superintendent (HQ USAFA/CC).** The HQ USAFA/CC will:

3.1.1. Maintain overall responsibility and authority for the successful execution and oversight of USAFA's exchange officer program as outlined within this instruction.

3.1.2. Periodically seek feedback from the Dean, Commandant and Executive Director of Athletic Programs about their officers serving at Sister Service Academies as well as Sister Service Academy exchange officers assigned to USAFA.

3.1.3. On a recurring basis (possibly during the Conference of Service Academy Superintendents), discuss the faculty exchange program with Sister Service Academy leadership.

**3.2. Vice Superintendent (HQ USAFA/CV).** The HQ USAFA/CV will:

3.2.1. Be responsible for negotiations of Memorandums of Agreement (MOAs) defining the concept and details of the instructor exchange officer programs between USAFA and the Sister Service Academies in accordance with this instruction.

**3.3. Dean of the Faculty (HQ USAFA/DF).** The HQ USAFA/DF will:

- 3.3.1. Exercise Senior Rater (SR) responsibilities for USAFA faculty officers assigned to Sister Service Academies who are under the Dean of Faculty's purview.
- 3.3.2. Initiate, review, and provide recommendations to MOAs with Sister Service Academies concerning instructor exchange officer programs; submit for HQ USAFA/CC approval and signature. Execute approved MOAs as applicable.
- 3.3.3. Appoint a DF Colonel to serve as the DF Remote Director with oversight of all geographically separated DF personnel to include all DF exchange officers serving at Sister Service Academies.
- 3.3.4. On a recurring basis (usually during the service Academy Dean's conference), discuss the faculty exchange program with Deans from Sister Service Academies. Review successes and challenges experienced in the previous year with the exchange program and make recommendations, as appropriate, for adjustments going forward (e.g., MOA revisions, adding/removing positions from the program, etc.).

**3.4. Dean of Faculty (DF) Remote Director.** On behalf of the Dean of Faculty, the DF Remote Director will:

- 3.4.1. Ensure DF's reciprocity obligations are met by working to keep DF's authorizations at sister service academies encumbered with qualified officers. Monitors hiring cycles and Vulnerable to Move Lists (VMLs) and works with DF's Military Personnel Specialist (DFSM) to initiate reclamas and/or requisitions for exchange officer fill requirements as applicable. Leverages existing hiring processes such as OI&RSD and T-prefix Direct Hire programs to ensure highly motivated and fully qualified Air and Space Force officers are selected to serve as faculty at Sister Service Academies.
- 3.4.2. Exercise Rater or Additional Rater responsibilities for all DF Air and Space Force officers assigned to Sister Service Academies. In most cases, DF exchange officers will have a local Rater with the DF Remote Director serving as Additional Rater. Where applicable (e.g., the DF officer serving as the USNA Liaison Officer), the DF Remote Director will serve as the Rater.
- 3.4.3. Ensure the proper development of DF Remote members. Link each DF exchange officer at Sister Service Academies with a functional mentor at USAFA to assist with any guidance and development in the officer's specific career field. Periodically seek inputs from Sister Service and DF Department Heads regarding exchange officers' performance and provide feedback to exchange officers. Represent and advocate for officers regarding PME, stratification, and command screening board decisions.
- 3.4.4. Virtually meet regularly with exchange officers. As needed, visit other campuses and meet with DF Remote members in-person.

**3.5. Dean of Faculty Department Heads.** DF Department Heads will:

- 3.5.1. Serve as functional mentor for DF officers serving in corresponding departments at Sister Service Academies. Support the DF Remote Director as needed the mentoring and professional development of these officers.

3.5.2. When seeking or approved for a Sister Service exchange officer, articulate fill requirements to the DF Military Personnel Specialist (DFSM) who will in-turn work with the respective on-site Sister Service Liaison Officer for a fill action.

3.5.3. When hosting a Sister Service exchange officer, ensure the proper development of and provide necessary oversight, care, and supervision to the Sister Service officer. Work with the Vice Dean of the Faculty and the on-site Sister Service Liaison Officer to advocate for follow-on assignment opportunities.

**3.6. Commandant of Cadets (HQ USAFA/CW).** The HQ USAFA/CW will:

3.6.1. Exercise SR responsibilities for all USAFA officers assigned under a Sister Service Academies' Commandant's purview.

3.6.2. Review and provide update recommendations and coordination on existing Sister Service Academy MOAs concerning USMA Tactical Officer (TAC) or USNA Company Officer (CO) programs as applicable. Coordinates new and existing USMA TAC or USNA Company Officer CO MOA updates/terminations for HQ USAFA/CC approval and signature.

3.6.3. Maintain a selective assignment process and development program for officers selected for USMA TAC or USNA CO programs to ensure they are appropriately prepared. Air Force exchange TACs/COs will:

3.6.3.1. Be Majors or Major selects.

3.6.3.2. Be recommended through the same central command board process established by AFPC, in coordination with the Developmental Education Designation Board, used to select USAFA AOCs.

3.6.3.3. Attend the USMA Eisenhower Leader Development Program (ELDP) one-year master's degree program, prior to beginning their two-year command assignment. IDE credit will be awarded upon completion of ELDP and Air Command and Staff College by correspondence.

3.6.4. Periodically ask for feedback about officer(s) serving at a Sister Service Academy.

3.6.5. On a recurring basis, discuss the officer exchange program with Commandants from Sister Service Academies.

3.6.6. Make the final selection of the USAF exchange TAC and CO.

**3.7. USAFA Executive Director of Athletic Programs (HQ USAFA/AD).** The HQ USAFA/AD will:

3.7.1. Exercise SR responsibilities for USAFA faculty officers assigned to Sister Service Academy athletic programs.

3.7.2. Review and provide recommendations and coordination on existing Sister Service Academy MOAs pertaining to coaching faculty exchange officers.

3.7.3. Assist in the identification and selection of highly motivated and fully qualified officers to serve as faculty/coaches at a Sister Service Academy by supporting selection processes such as BNRs and reviewing Sister Service Academy requisitions to AFPC for quality control and completeness.

3.7.4. Periodically communicate with corresponding Sister Service Academy Athletic Departments hosting or owning exchange officers to ascertain how the officers are performing and to discuss any other relevant information or issues pertaining to the exchange program.

**3.8. USCGA, USMA, USMMA, and USNA AF Liaison Officer (AFLO) at Sister Service Academies will:**

3.8.1. Serve as instructors. Ensure DAF culture, core values, policies and procedures are maintained by USAF personnel (officer and cadets) while assigned to Sister Service Academies.

3.8.2. Advise Mission Element Leads for both USAFA and Sister Service Academy respectively on activities, issues, and concerns relevant to their missions and ensure open communication takes place between both organizations.

3.8.3. Facilitate coordination and approval by hosting Sister Service Academy leadership on all new or existing changes/updates to Sister Service Academy exchange officer program MOAs with USAFA.

3.8.4. Serve as USAF and United States Space Force (USSF) cross-commissioning action officer at assigned Sister Service Academy and provides broad exposure to USAF values, tenets, roles and missions. Coordinate regular (i.e. monthly) USAFA faculty interaction to provide for professional development opportunities among assigned USAF exchange officers and ensure USAFA exchange cadets at Sister Service Academy have USAF faculty sponsorship.

3.8.5. Coordinate and facilitate the management and administration of the DAF exchange officers assigned to respective Sister Service Academy. Act as the focal point to ensure all USAF requirements and reports are accomplished IAW USAF instructions. Educate hosting Sister Service Academy supervising personnel who serve as exchange officers' primary raters on USAF requirements and Instructions for Performance Feedback, Officer Performance Reports (OPRs), Promotion Recommendation Forms (PRFs) and other USAF administrative actions. Track and ensure reports are properly completed and forwarded to member's respective CSS within CW, DF, or HQ USAFA in a timely manner. The Senior USAF Representatives will have the authority to delegate tasks to USAFA exchange officers assigned to their respective Sister Service Academies as necessary; maintains ultimate responsibility for proper completion of the duties.

3.8.6. Assignment management. Manages USAFA billets at respective Sister Service Academies and coordinates with the Mission Element Leads of both hosting Sister Service Academies and USAFA (or their assigned representative) to ensure the exchange USAF instructor requirements of the Sister Service Academy are facilitated. This responsibility includes coordinating with interested DAF officers and the respective Sister Service Military, Athletic, or Academic departments to ensure applicants meet qualifications and standards. Maintains and updates timely assignment requisitions and submits reclaims in order to meet the program intent set forth in this instruction.

3.8.7. Coordinate and manage USAFA Exchange Officers' additional duties. The host service academy should coordinate with the Senior USAF Representatives to ensure equitable additional duty tasking for USAF exchange officers. Acts as unit commander for

all in-processing and out-processing actions except those reserved for a commander with UCMJ authority (“G” series orders.) Ensures retirement ceremonies, decorations and official farewells are properly completed and meet USAF standards.

3.8.8. Additionally, the USMMA will perform AFLO duties for Superintendents/Deans of USAFA and USMMA. Provide USAF perspective, leadership and logistics & transportation expertise in the education of USMMA midshipmen. Instruct and revise core courses in logistics, aviation, transportation, and USAF commissioning.

**3.9. USAFA Exchange Officers.** USAFA exchange officers assigned to a Sister Service Academy will:

3.9.1. Perform instructor duties as directed by the organization they are assigned to.

3.9.2. Keep AFLO informed on all issues and concerns pertaining to their assigned duties.

3.9.3. Assist raters and additional raters in the preparation of OPRs, PRFs, leaves, and other administrative actions.

3.9.4. Process administrative/finance actions to the greatest extent possible with the appropriate POCs at USAFA and/or the HQ USAFA Commander Support Staff and servicing Force Support Squadron.

3.9.5. Serve as mentors for exchange cadets located at each campus. Regularly meet with all exchange cadets and report any adverse or positive feedback to the applicable USAFA Mission Element Lead via the on-site AFLO.

**3.10. Sister Service Academy Exchange Officers.** Sister Service Academy exchange officers assigned to USAFA will:

3.10.1. Perform duties as directed in the assigned Mission Element.

3.10.2. Identify an officer from each of the Services assigned at USAFA under the exchange officer program to serve as the respective Sister Service Liaison Officer (SSLNO). The SSLNOs will coordinate and facilitate the management and administration of the exchange officers from their respective Service. SSLNOs advise DAF supervisors and USAFA ME leadership on activities, issues, concerns and perspectives relevant to the Sister Service Academy exchange officer program.

3.10.3. Keep their respective senior service exchange officer regularly informed on all issues and concerns pertaining to their assigned duties.

3.10.4. Participate in the replacement assignment process as directed by the respective senior service officer. Senior service exchange officers work with their respective service personnel assignment office to backfill vacant Sister Service Academy exchange officer positions.

3.10.4.1. Sister Service Academy senior exchange officers review selected matched exchange officers provided by their respective personnel assignment offices to ensure they meet internal qualifications and requirements. If identified inbound exchange officers do not match with the required skill-set, HQ USAFA/A1 will assist in discussions with ME representatives to facilitate mutually beneficial swaps that best meet USAFA mission needs.

**3.11. Commander's Support Staff (CSS).** CSS will:

3.11.1. ME CSS provide functions as applicable to USAF exchange officers located at the Sister Service Academies who fall under USAFA PAS Codes.

3.11.2. HQ USAFA CSS will only process evaluation for HQ and AD members. All other evaluations will be processed by the member's respective ME CSS.

**3.12. Director of Manpower and Personnel (HQ USAFA/A1).** HQ USAFA/A1 will:

3.12.1. Coordinate with each ME's personnel representative on USAFA exchange officer fill requirements for Sister Service Academy positions. Submit fill requirements to respective AFPC assignment teams to backfill vacancies with qualified USAFA exchange officers.

3.12.1.1. Coordinate with AFPC to obtain one of their Squadron Officer School quotas for inbound company grade officers to Sister Service Academy exchange officer positions who have not attended in residence. If no quotas are available, HQ USAFA/A1 will pass this information to each ME's personnel representative to enter the officer into their nominative process.

3.12.2. Act as advisor to ME representatives to include Army, Navy, United States Marine Corps senior representatives on any potential Sister Service Academy exchange officer assignment issues (e.g., a Service will fill fewer positions due to manning constraints, etc.). Once USAF exchange officer requirements are validated by Sister Service Academy senior exchange officers, the senior representative will work with their respective service personnel assignment office to identify/hire officers. In the case of a potential Sister Service Academy shortfall, HQ USAFA/A1 will assist in prioritizing the Sister Service Academy fill requirements (i.e., more important to have an exchange officer commanding a cadet squadron than instructing/coaching in AD or DF).

**4. UCMJ authority.** UCMJ authority over assigned exchange officers remains at the officer's home service academy.

DALE A. HOGUE, GS-15, DAFC  
Director, Manpower and Personnel, and Officer  
Accessions

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 33-322, *Records Management and Information Governance Program*, 27 July 2021

DAFMAN 90-161, *Publishing Processes and Procedures*, 14 April 2022

AFPD 36-35, *United States Air Force Academy*, 13 March 2018

AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*, 21 August 2019

***Adopted Forms***

DAF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**A1**—Directorate of Manpower and Personnel

**AD**—Athletic Department

**AF**—Air Force

**AFLO**—Air Force Liaison Officer

**AFPC**—Air Force Personnel Center

**AOC**—Air Officer Commanding

**AFPD**—Air Force Policy Directive

**AFI**—Air Force Instruction

**BNR**—By Name Request

**CO**—Company Officer

**CSS**—Commander's Support Staff

**DAF**—Department of the Air Force

**DF**—Dean of Faculty

**DoD**—Department of Defense

**ELDP**—Eisenhower Leader Development Program

**IDE**—Intermediate Developmental Education

**ME**—Mission Element

**MOA**—Memorandum of Agreement

**OI**—Operating Instruction

**OI&RSD**—Officer Instructor and Recruiting Special Duty

**OPR**—Office of Primary Responsibility

**OPR**—Officer Performance Report

**POC**—Point of Contact

**PRF**—Promotion Recommendation Form

**RDS**—Records Disposition Schedule

**SR**—Senior Rater

**SSLNO**—Sister Service Liaison Officer

**TAC**—Tactical Officer

**UCMJ**—Uniform Code of Military Justice

**USAFA**—United States Air Force Academy

**USMA**—United States Military Academy

**USMMA**—United States Merchant Marine Academy

**USNA**—United States Naval Academy

**USSF**—United States Space Force